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NOTES FROM LOCAL BRANCHES

PRINCETON.—A resolution adopted by the Board of Trustees in the early summer covers two points of interest to members of the Association: "It affirms the continued adherence of the Princeton Trustees to the principle of the security of academic tenure, and it establishes a course of procedure to be followed in case charges are brought against a member of the Faculty, looking to his removal. This plan provides that before final action is taken in such a case by the Trustees, the professor in question shall receive a statement in writing of the charges made against him, and shall be entitled to a hearing before a committee made up exclusively of members of the Faculty, with power to report its opinion to the Board, and to another hearing before a body made up of this Faculty Committee and a committee of the Board.

"A proposal to take this action was first brought up in the 'Conference,' which is composed of a standing committee of the Board of Trustees and a standing committee of the Faculty. After discussion and improvement, the motion was submitted to the Faculty by its committee, was sent up to the Board in the form of a recommendation and laid before the Board by its committee. It is the joint product therefore of the Trustees and the Faculty, and it would have been difficult to secure a measure equally satisfactory both to the Trustees and the Faculty in any other way than through the formulation of it by an organization like the Conference which represents both bodies. The Conference Committee of the Faculty is also a particularly appropriate body to be used in such a procedure as this, because it is a standing committee which has stated meetings with a corresponding committee of the Board of Trustees."

The text of the resolution is as follows: "Without either limiting or abrogating any of the powers, duties or privileges granted by the Charter to the Board of Trustees, or intending to make any change in the policy which it has followed for many years of upholding the security of academic tenure, the Board of Trustees hereby declares that it is its intention, in case a proposal is brought before it to dismiss from the University a professor or assistant professor, to proceed as follows: 'Before a professor or assistant professor is removed from his professorship for cause, he shall receive a state-

ment in writing of the reasons for the proposed removal and shall be entitled, if he wishes it, to a hearing before the Conference Committee of the Faculty. The Committee, after considering the case, shall report its opinion, with a full statement of the reasons, to the Trustees. Before final action is taken by the Board a committee thereof shall meet with the Conference Committee to discuss the report, at which meeting the professor shall again have a right to appear and be heard.' "

SWARTHMORE.—At a meeting of the Swarthmore Branch of the American Association of University Professors, held in Swarthmore on May 15, 1918, the following resolution was unanimously adopted:

Resolved, that the American Association of University Professors be asked to investigate the rapid increase of the cost of living in recent years and to recommend any means for meeting the same that may tend to safeguard the standards of the profession under the conditions thus created.

COLORADO COLLEGE—REPORT ON COLLEGE AND UNIVERSITY ADMINISTRATION, PART 1*—DOES THE FACULTY PARTICIPATE IN THE ADMINISTRATION OF THE AMERICAN COLLEGE?

The faculty of Colorado College, through a committee, made a careful investigation of this subject in the fall of 1916, including in its investigation one hundred and twenty three institutions. Separate sub-committees dealt with the position and functions of the faculty in college government; the make-up, method of election and functions of boards of trustees, the duties and powers of administrative officers; and related matters of college finance. Particular care was taken to investigate actual customs and tendencies rather than merely the corresponding statutory or theoretical material. The questionnaire circulated covered the different possible agencies dealing with budgets, appointments, promotions, dismissals, selection of committees, and salaries.

The point of view and findings may be illustrated by the following extracts from the Report:

Thus we find the by-laws, ascribing all power to the Board of Trustees, impracticable. The college president, the one who knows, must, whether he wishes it or not, take the responsibility. As he recommends, so the Trustees legislate. If he is ambitious (and he would be unworthy of his trust if not somewhat ambitious) he willingly accepts the power thrust upon him. From now on the college has a centralized authority. If the president is strong and wise the institu-

* Part II previously received has been mentioned in the May BULLETIN.

tion, if small, flourishes. If he is weak and selfish, and assuredly sooner or later, as one ruler replaces another such an one will come into power, trouble will arise to injure the college and expose the essential faults of the system.

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When the autocratic president is jealous of his power, the by-laws are overthrown by a revolution of the faculty. This is happening all over the country, and always the change is toward greater democracy and co-operation. In the college the result, reached through revolt or wise presidential recommendation, is faculty control together with co-operation between faculty and president; in the university it is department control, the president serving merely to unify the activities of the whole institution.

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DEFINITION OF DEMOCRATIC GOVERNMENT.—The faculty has been given a chance to exert its influence in the administration of many large colleges. Examples have already been cited. In such colleges the outward signs, as distinguished from the inward signs, such as the spirit of personal interest in and responsibility for the welfare of the institution among the officers of instruction, are these: a faculty committee on the budget, one on appointments, and one on committees. The first of these may include the president and a faculty group consisting largely of administrative officers. To be truly democratic and representative, however, the budget committee should consist largely of persons chosen by the faculty. In the most advanced colleges the faculty elects the budget committee by ballot without nomination, and the committee prepares the budget with or without the advice of the president. The committee on appointments usually consists of heads of departments, or officers of instruction whose tenure is permanent, who co-operate with the president upon matters of appointment, promotion, dismissal and the like. Generally this body, unless it includes practically all of professional rank and life tenure, is elected by ballot by the whole faculty. The president is ex-officio a member, often the chairman of the committee on appointments. The third committee, on nominations or committees, in its best form is elected by the faculty in some democratic manner. Its duty is to elect the standing committee of the faculty, often the temporary committees and all faculty representatives. Frequently the president is a member.

In many institutions the duties ascribed to the first two bodies belong to one powerful committee. The third group, the committee on committees, seems to be the most recent development of democratic control, and the one gaining most rapidly in popularity. Several colleges display but one or two of the outward signs of democracy.

Democratic government in a large university makes use of administrative machinery quite different from that of the college, but arouses the same enthusiasm among the faculty members. In these big institutions with their numerous colleges and schools democratic control is felt most in the matter of budgets, appointment, promotion, dismissal, and the like. Usually the budget for each department is prepared by the departmental group concerned and through the head of the department or other representatives recommended to a faculty group of the college or school. This group revises the budgets of the departments, prepares one for the school, and presents it to the president. He, together with the

deans and directors of the colleges and schools, considers the budgets and puts the university budget in shape for recommendation to the board of regents or trustees. Appointments, promotions, dismissals, etc., may originate within departmental bodies, but probably come for ratification to a body or council representing all the colleges and schools. This council may consist only of ex-officio members like the president and deans, but in the most progressive universities officers of instruction elected by the faculties of the several schools are members.

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The tables show a growing recognition of the desirability of democratic government in colleges and universities. About two-thirds of the institutions under the autocratic form of government are old. Less than half of the democratic institutions are old. In other words, the greater number of new institutions have been founded with the realization that the faculty is a body whose power and judgment are not to be ignored. The old institutions, begun with other conceptions of the duties and rights of the officers of administration, are slow to accept progressive ideas, and are adopting faculty control or co-operation usually under pressure or after a revolt of the faculty or alumni.

A good deal of specific information is given in regard to particular institutions, especially those which have recently shown progressive tendencies.